

MEMORANDUM

Agenda Item No. 14(A)(2)

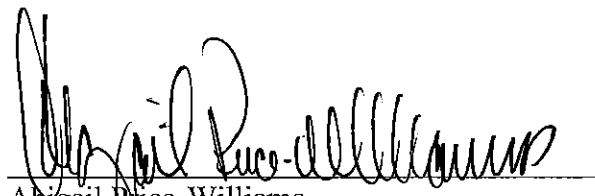
TO: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

DATE: October 20, 2015

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Resolution appointing one voting
trustee to the Public Health Trust
Board of Trustees for the term
expiring May 31, 2016

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson.



Abigail Price-Williams
County Attorney

APW/smm



MEMORANDUM

(Revised)

TO: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

DATE: October 20, 2015

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Agenda Item No. 14(A)(2)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous ____) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 14(A)(2)
10-20-15

RESOLUTION NO. _____

**RESOLUTION APPOINTING ONE VOTING TRUSTEE TO
THE PUBLIC HEALTH TRUST BOARD OF TRUSTEES FOR
THE TERM EXPIRING MAY 31, 2016**

WHEREAS, in accordance with Section 25A-3(d) of the Code of Miami-Dade County, the Public Health Trust Nominating Council convened for the purpose of determining its recommendation of nominees to be submitted to the Board of County Commissioners for appointment as a voting trustee to the Public Health Trust Board of Trustees; and

WHEREAS, there is a vacancy created by the resignation of former Trustee Marcos Jose Lapciuc, who was appointed to a three year term commencing June 1, 2013, and expiring May 31, 2016; and

WHEREAS, Section 25A-3(d) further provides that the Nominating Council shall submit to the Commission a list of nominees containing a total number of names equal to the number of vacancies plus the names of two additional nominees and that the Commission shall select and appoint the voting trustee from that list; and

WHEREAS, as reflected in the attached memorandum, the Nominating Council's list of nominees in order of preference is: William J. Heffernan and Adolfo Henriques (top two candidates, tied), and Judith Rosenbaum (third candidate),

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby appoints _____ as a voting trustee to the Board of Trustees of the Public Health Trust whose term shall expire on May 31, 2016.

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson. It was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Jean Monestime, Chairman	
Esteban L. Bovo, Jr., Vice Chairman	
Bruno A. Barreiro	Daniella Levine Cava
Jose "Pepe" Diaz	Audrey M. Edmonson
Sally A. Heyman	Barbara J. Jordan
Dennis C. Moss	Rebeca Sosa
Sen. Javier D. Souto	Xavier L. Suarez
Juan C. Zapata	

The Chairperson thereupon declared the resolution duly passed and adopted this 20th day of October, 2015. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

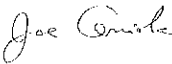
By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.



Eugene Shy, Jr.
Christopher C. Kokoruda

TO: Honorable Chair Jean Monestime
and Members, Board of County Commissioners

FROM: Joe Arriola, Chairman 
Public Health Trust Board of Trustees

DATE: September 23, 2015

RE: Appointment of Voting Trustee to the Public Health Trust Board of Trustees

Recommendation

It is recommended that the Board of County Commissioners (Board) select and appoint one voting trustee from the list of three nominees being submitted by the Public Health Trust Nominating Council (Nominating Council) for appointment to the Public Health Trust Board of Trustees (PHT). The term for the appointment would begin immediately, as there is a vacancy created by the resignation of former Trustee Marcos J. Lapciuc.

Scope

The Nominating Council consists of Chairman Joe Arriola, Chairman of the Nominating Council and PHT, Vice-Chair of the Nominating Council and PHT Mojdeh L. Khaghan, Commissioner Audrey M. Edmonson, State Senator Gwen Margolis, PHT member Darryl K. Sharpton, ALF/CIO President Andy Madtes, PHT member Ralph G. Patino, PHT member Irene Lipof and Mario Artecona. A recommended slate of candidates has been selected in accordance with Chapter 25A-3(d) of the Miami-Dade County Code which states that the membership of the PHT should be a representative of the community and "should reflect the racial, gender, ethnic and disabled make-up of the community." Chapter 25A-3(d) provides that voting trustees of the PHT shall be appointed by resolution approved by the Board after the Nominating Council submits to the Board a list of nominees containing a total number of names which is equal to one nominee for each vacancy on the PHT plus two additional nominees. The Board shall select and appoint the voting trustee from the list of nominees submitted by the Nominating Council.

Fiscal Impact/Funding Source

This action has no fiscal impact to the County as the PHT members serve without compensation. Members are entitled to reimbursement for necessary expenses, including the expense of

performance bonds incurred in the discharge of their duties. These expenses are funded by the PHT.

Track Record/Monitor

The Nominating Council reviewed ten applications. After assessing the applicants, the Nominating Council chose to interview four finalists, but one finalist withdrew leaving a total of three finalists. The three nominees have been ranked upon the vote of the Nominating Council and are being forwarded to the Board for consideration as required by Chapter 25A.

Background

In accordance with the procedures of the Nominating Council, advertisements for the PHT Board of Trustees appeared on multiple occasions in the Miami Herald, El Nuevo Herald, Miami Times, Diario las Americas, Haiti en Marche, America Hoy, Kiskeya Herald, Miami Today, El Colombiano, Brickell Tribune and Kendall Gazette, along with social media outlets.

On July 20, 2015, the Nominating Council met to review each of the applications submitted and selected four finalists to be interviewed (one withdrew from the process). The finalists were interviewed by the Nominating Council on August 25 and 28, 2015. The Miami-Dade Police Department conducted a public records search, a Clear Point (CLEAR) Basic Report, a National Crime Information Center (NCIC) Interstate Identification Index (III) computer check and a criminal background check with the Florida Department of Law Enforcement (FDLE) for each candidate and no concerns were found.

During its August 28, 2015 meeting, the Nominating Council voted to recommend that three applicants be forwarded to the Board of County Commissioners. The Council further recommended that the applicants be ranked in order of preference as follows:

Top 2 candidates: William J. Heffernan and Adolfo Henriques (tied); and
Third candidate: Judith Rosenbaum

For your reference, attached for each candidate are the candidate's Application and the Questionnaire for Candidates, including the candidate's answers.

The Board must select one of the three nominees to fill the current vacancy. The Nominating Council sincerely believes that the recommended list of nominees is both objective and balanced and is in the best interest of the community.

Attachments:

Finalist Applications

**2015 APPLICATION FOR NOMINATION TO SERVE ON THE BOARD OF TRUSTEES
OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY**

Mission

To provide a single high standard of health care,
education and research

To improve patient and customer satisfaction,
enhance professional fulfillment and provide
public service

Chapter 25A of the Miami-Dade County Code states that the governing body of the Trust shall consist of 7 voting members, none of whom shall be employees of the Trust. Board members are appointed to the Trust during the annual appointment process or through a special convening of the Nominating Council. The membership of the Board of Trustees should be representative of the community at large and should reflect the racial, gender, ethnic and disabled make-up of the community. Candidates will be screened for any potential conflict of interest with the responsibilities of a Board member.

Completed applications and resumes can be mailed or hand delivered to the address below by **June 12, 2015 at 4:00 pm**. Emails or facsimiles of the application and resume will be accepted and can be sent to clerkbac@miamidade.gov or faxed to 305-375-2484. It is the responsibility of the applicant to ensure electronic receipt of the application and resume by calling the Clerk of the Board at 305-375-1652.

Clerk of the Board of County Commissioners
ATTENTION:
111 NW 1st Street, Suite 17-202
Miami, Florida 33128
(305)375-1652

**ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON
ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES
WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.**



Candidate for Nomination to Serve on the Board of Trustees
Public Health Trust of Miami-Dade County

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: Heffernan William Joseph
Last First Middle

Employer: Self

Title/Occupation: Banking Consultant

Business Type: Community Commercial Banking

Business Address: 5012 N.E. Quayside Terr. Miami, FL 33138

Business Telephone: 305-772-7131 Fax: 305-899-8408

Email Address: wjheff@gmail.com

Home Address: Same as above

Home Telephone: 305-899-8445

Date of Birth: 12/25/1951 Length of Residence in Miami-Dade County: 61 years

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Male | <input checked="" type="checkbox"/> White Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Female | <input type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Haitian American |
| | <input type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

School/City/Major/Degree:

University of Pennsylvania, Philadelphia, Finance

Bachelor of Science in Economics

Previous Employment and Professional Background:

Business Name	Position	Years
First National Bank of Miami	VP	7
Plaza Bank of Miami	EVP	11
Total Bank	President/CEO	19

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

In addition to my banking experience, I have served on the Board of a hospital (North Dade Medical Center), two foundation boards (North Dade Medical Foundation and the Archdiocese of Miami Education Foundation) and I am currently on the Board of Barry University.

In addition, I also served on the Audit Committee for Miami Dade County Public Schools from 1992 - 1999 serving as chairman of the committee for 5 of those years.

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
Barry University	Trustee. Served as chairman for part of my tenure
Archdiocese of Miami Education Fund	Trustee. Served as chairman for part of my tenure
Miami Shores Barry University Charter School	Trustee. Served as chairman for part of my tenure
Doctors Charter of Miami Shores	Trustee. Served as chairman for part of my tenure

List any Public Office held (Elected or Appointed):

Office	Date
Mayor of Miami Shores Village	1993-1995
Councilman Miami Shores Village	1995-1997

Affiliations with hospitals, nursing homes or other health related institutions:

None.

Activities reflecting community interest:

In addition to the boards of the foundations named above and Barry University, I have been involved in numerous organizations in Miami Shores including a member of the Pension Board and an active member of the committee to save Miami Shores Theater.

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

None.

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
Alberto Manrara	Retired	305-772-7132
Sister Linda Bevilacqua	President of Barry University	305-899-3010
Michael O'Neill	SVP - Smith Barney	305-376-8568

Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

Achieve excellence in the delivery of health care services throughout the Public Health

Trust of Miami-Dade County System.

I, (candidate's name) William Joseph Heffernan
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not
affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies
or institutions, would, if appointed, be willing and able to discharge the responsibilities
and functions of Trustee. I declare that, if selected while currently serving on another
official County board, I will resign from my other County responsibilities.

5/28/2015
Date

William J. Heffernan
Candidate's Signature

Nominated by (if not self):

Joe R. Arriola
Name
7820 SW 48 COURT
Miami Florida
City

305-984-6551
Telephone

Florida
State

33143
Zip Code

**QUESTIONNAIRE FOR CANDIDATES FOR NOMINATION TO SERVE ON THE
PUBLIC HEALTH TRUST BOARD OF TRUSTEES**

COUNCIL MEMBER/NUMBER _____

CANDIDATE'S NAME William J. Heffernan

1. Why would you like to serve on the Public Health Trust Board? What special skills will you bring to the Trust?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

2. Can you dedicate at least 40 hours a month to serving on the Trust? Do you have any schedule restrictions?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

3. What do you know about the current challenges of the Trust and how would you go about addressing them?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

Questionnaire
Page 2 of 4

4. What do you know about the vision of the Trust and the organization's plans for the future?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

5. How will you, as a Board member, ensure the PHT's accountability and transparency for the taxpayers of Miami-Dade County?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

6. What services need to be provided in order for the indigent of Miami-Dade to receive adequate healthcare?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

7. Is there anything in your personal or professional background that could be a potential conflict of interest, including those arising from relationships in the healthcare industry or the Jackson Memorial Foundation?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

Questionnaire
Page 3 of 4

8. Is there anything in your personal or professional background that would be a concern to the County?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

9. What is your understanding of the following relationships:

- The Trust and the County?
- The Trust and the Jackson Health System administration?
- The Trust and the two major medical academic institutions, UM and FIU?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

10. What is your understanding of how Healthcare Reform will impact the Jackson Health System?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

11. Is there anything else you would like to tell us that you feel is relevant to you candidacy?

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

Questionnaire
Page 4 of 4

12. What is your vision for the PHT Board of Trustees?

Comments:

1 2 3 4 5
Poor Fair

Score: _____
Good

13. How do you see making a difference for the PHT Board of Trustees?

Comments:

1 2 3 4 5
Poor Fair

Score: _____
Good

Total Score: _____

ANSWERS TO THE QUESTIONNAIRE FOR CANDIDATES FOR NOMINATION TO SERVE ON THE PUBLIC HEALTH TRUST BOARD OF TRUSTEES

CANDIDATE: WILLIAM J. HEFFERNAN

1. Throughout my career, I have always made it a point to devote part of my time to community service. I believe that I can bring my years of professional experience as a banking executive, as well as my experience as a board member and trustee of various local organizations – including a hospital – to positively influence the desired outcomes of the PHT.

2. Yes, I am able to devote the necessary time to serve on the Trust and make a meaningful contribution. I am self-employed, so my schedule may be adjusted.

3. Sufficient funding to care for the underserved in our community is a concern going forward, especially as the new healthcare law brings more insured residents online. To that end, it is important that our public healthcare safety net become as efficient as possible so that proper care can be provided at proper levels to the maximum number of residents in need. A primary goal must be to encourage proper use of emergency care facilities for true emergencies, urgent care facilities for non-life threatening situations and chronic care facilities for long term illnesses.

4. The Trust recently floated a capital outlay bond to address modernizing the Jackson Health System (JHS) and improving the delivery of care locally. It is vital that these funds are appropriately deployed to provide outpatient services, urgent care and updates to aging facilities. Properly applied, these investments can provide sources of long term revenue to sustain the mission of the Jackson Health System.

5. I have served on numerous boards and was the Chairman of the Audit Committee for the Miami Dade County Public Schools system, a role that by its nature sought total transparency and accountability to the taxpaying public. As a Board Member of the Public Health Trust Board, I will have high expectations regarding the quality of the audit plan and management reporting to the Board. Between my decades of community service at the oversight/board level and my decades of professional experience as a bank CEO, I believe I have the necessary skill sets to evaluate the financial performance, transparency, and accountability of the management of the Public Health Trust (PHT).

6. The expansion of primary and chronic disease care into Miami-Dade County's most underserved communities is a critical step in providing adequate healthcare for all. Neighborhood facilities that can address this service gap are very important.

7. None at this time.

8. No.

9. The Public Health Trust was established by the Board of County Commissioners to oversee the administration of the Jackson Health System. The Trust's board members are appointed by the County Commission.

The PHT acts as the board of directors for the JHS. The board sets policy, approves procedures and ensures that the administration performs.

JHS is one of the largest teaching health systems in the U. S. UM and FIU are important to the operation of this teaching component. As the more senior of the two university partners, UM plays a larger part in the teaching system. As the only public medical school in South Florida, FIU's role in this partnership will continue to grow. Because of the changes in healthcare law, there will be no shortage of opportunities to enhance the relationship with FIU while continuing to grow the UM relationship.

10. With more people becoming insured, public healthcare systems like JHS are going to expand and fundamentally change from an operational standpoint. Redesign of the healthcare model will be necessary. As in any business, cash flow will be critical, so efficient delivery of care at all levels will have to be addressed.

11. I would welcome the opportunity to serve as a Trustee and to play a positive role in improving healthcare in the community that I have called home since 1953. Both of my parents were medical professionals – my father an obstetrician who practiced in North Miami for 35 years, and my mother a nurse – and they met while serving in Europe in WWII. It's no surprise then that both healthcare and public service have been important constants throughout my life. The PHT offers an opportunity to combine both of these personal passions and do right by my community.

12. I believe that the Public Health Trust is a tremendous positive attribute for Miami Dade County. My aim as a Trustee would be to help expand the quality and scope of healthcare service in underserved areas of Miami-Dade County. Developing these delivery points in a financially sustainable manner is of equal importance. With the new funding, the focus on outpatient access will enhance the system.

13. I have substantial professional experience in banking, having served as CEO of a small local bank that I helped to grow and ultimately sell to a major international bank. I have also served as: a municipal elected official; trustee and chairman of a university board of trustees; board member of a local hospital; and board member of two charitable foundations. I believe that this combination of experiences provides me a solid foundation to make a meaningful contribution to the Board of the PHT. I am not a PHT expert but I am a good listener and a fast learner, and I can bring decades of relevant experience to assist in setting policies and procedures that will accomplish the mission of the PHT.

William J. Heffernan
5012 N. E. Quayside Terrace
Miami, FL 33138
Home Phone: 305 899 8445
Cell Phone: 305 772 7131
Email: wjheff@gmail.com

William (Bill) Heffernan was born in Rochester, New York but moved to Miami, Florida at age 2. He grew up in Miami Shores attended Archbishop Curley High School and then the University of Pennsylvania Wharton School of Commerce and Finance where he obtained a Bachelors Degree of Science in Economics.

Heffernan entered banking in 1973 when he joined The First National Bank of Miami (later to become Southeast Banking Corp) in 1973 as a management trainee. He rose to the level of Vice President and Branch Manager of the One Biscayne Tower Branch in Miami. He left there in 1980 to join Plaza Bank of Miami as a Director and Executive Vice President. In 1991 Plaza Bank was sold to a group from Venezuela and he then joined TotalBank in Miami as its President and CEO.

TotalBank was a two bank holding company that also owned Trade National Bank. In 1996 the banks were merged into one and he became President and CEO of the combined entity. In 1997 the Bank acquired Universal National Bank and in 1998 it acquired Florida International Bank of Miami. In 1998 the three banks with assets totaling \$500 million merged into one bank with 10 locations. In 2007 after growing to 15 locations and \$2 Billion in assets, TotalBank was purchased by Banco Popular Español from Madrid, Spain.

In September of 2009 Heffernan retired from the Bank at the expiration of his two year contract. In 2010 he joined Procacci Development Corporation, a real estate development company as President for one year.

In August of 2013 Mr. Heffernan joined the Board of Directors of Apollo Bank a locally owned community bank here in Miami Dade County.

Heffernan has been involved civically for many years. He was the Mayor of Miami Shores Village from 1993-95 and served on the Miami Shores Village Council from 1993-1997. He has been a trustee of Doctors Charter School of Miami Shores since 1996, serving as Chairman of the Board from 1996-2009. He was formerly the Chairman of the Archdiocese of Miami Education Foundation, Trustee and Treasurer of the North Dade Medical Center (North Shore Hospital) and subsequent to the sale of the hospital he continued as Trustee and Treasurer of the North Medical Foundation formed from the proceeds of the sale. He was a Board Member of the Florida Banker's Association from 1998-2009 and is currently serving as a Trustee of Barry University where he served as Chairman of the Board from 2003-2013.

Heffernan is married to Kathleen and they have four children and three grandchildren. They now reside in Miami, Florida .

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: Henriques Adolfo
Last First Middle

Employer: Gibraltar Private Bank & Trust

Title/Occupation: Chairman & CEO

Business Type: Bank

Business Address: 55 Alhambra Plaza, Coral Gables, FL 33134

Business Telephone: 306.461.8962 Fax: 305.476.0554

Email Address: ahenriques@gibraltarprivate.com

Home Address: 445 Grand Bay Drive, Apartment 809, Key Biscayne, FL 33149

Home Telephone: 305.361.0022

Date of Birth: Sept. 29, 1953 Length of Residence in Miami-Dade County: **35 years**

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

☒ Male

☐ White Non-Hispanic

☐ American Indian or
Alaskan Native

☐ Black Non-Hispanic

☐ Haitian American

☐ Female

☒ Hispanic

☐ Asian or Pacific
Islander

EDUCATION:

School/City/Major/Degree:

FIU/Miami/ MSM in Accounting; St. Leo Universtiy/St. Leo/BA Business

Previous Employment and Professional Background:

Business Name	Position	Years
Related Group	Vice Chairman	2
Florida East Coast Industries	Chairman, President & CEO	4
Regions Bank	CEO South Region	7
Bank of America (NationsBank/Barnett Bank)	Chairman Miami Dade	15
The Bank of Nova Scotia	Agent	8
Ryder Systems, Inc.	Manager Financial Acctg.	2

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

My accounting and financial experience allow me to understand all aspects of an institution's financial performance; budgeting and planning processes. I am a strategic thinker who has successfully implemented significant operational and financial changes at the organizations I have led. Serving as Chairman of the Financial Oversight Board for the City of Miami afforded me extensive exposure to public sector finances and budgeting. I have been actively engaged in numerous civic and charitable endeavors over the past 30 years in Miami-Dade and forged many strategic partnerships.

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
<u>Cultural Affairs Council Miami-Dade Cty.</u>	<u>Chairman</u>
<u>Superintendents' Bus. Advisory Council</u>	<u>Chairman</u>
<u>Orange Bowl Committee</u>	<u>Member</u>

List any Public Office held (Elected or Appointed): NONE

Office	Date
_____	_____
_____	_____

Affiliations with hospitals, nursing homes or other health related institutions:
NONE

Activities reflecting community interest:

In the past, I have served as Chairman of the Greater Miami Chamber of Commerce; Regional Chair of the Southeast Region for the Florida Chamber of Commerce; Chairman of Leadership Florida; Chairman of the Financial Oversight Board for the City of Miami; Chairman of the United Way of Miami-Dade; Chairman of the Greater Miami Convention and Visitor's Bureau; Chairman of the Beacon Council; Co-Chairman of the Miami Children's Museum Capital Campaign; Chairman of Homes for South Florida; Chairman of Greater Miami LISC; Chairman of the Epiphany School Advisory Council; Site Selection Chairman of the Community Partnership for the Homeless; Member of the Florida Board of Regents; and served on the Mayor's Blue Ribbon Task Force for the airport.

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

My son is a surgeon completing a fellowship at Beth Israel Deaconess Medical Center in Boston and will be relocating back to Miami in July; and his wife, my daughter-in-law, is an ICU nurse and will also be working in Miami. Neither one of them expects to be working at Jackson, at this time.

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
<u>Jorge Perez</u>	<u>President</u>	<u>305.460.9900</u>
<u>Armando Codina</u>	<u>Chairman</u>	<u>305.529.1313</u>
<u>Angel Medina</u>	<u>President</u>	<u>305.461.8970</u>

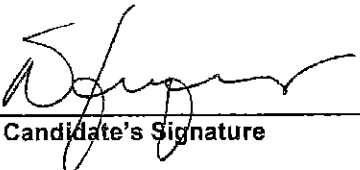
Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

My primary objective is to ensure that we provide our community with excellent, accessible healthcare regardless of their financial capacity. I have a life-long commitment to education and want to support the teaching aspects of the Trust's

facilities. And I want to actively support and promote prevention and the general good health of the members of our community.

I, (candidate's name) Adolfo Henriques, Citizen of the United States, a duly qualified elector of Miami-Dade County, and not affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies or institutions, would, if appointed, be willing and able to discharge the responsibilities and functions of Trustee. I declare that, if selected while currently serving on another official County board, I will resign from my other County responsibilities.

6/4/15
Date


Candidate's Signature

Nominated by (if not self):

Name

Telephone

City

State

Zip Code

**QUESTIONNAIRE FOR CANDIDATES FOR NOMINATION TO SERVE ON THE
PUBLIC HEALTH TRUST BOARD OF TRUSTEES**

COUNCIL MEMBER/NUMBER _____

CANDIDATE'S NAME Adolfo Henriques

1. Why would you like to serve on the Public Health Trust Board? What special skills will you bring to the Trust?

Excellence in community-wide health-care and wellness policies are of great interest to me. I want to continue contributing to making Miami-Dade a great community to live – and access to excellent health-care is one of the most important factors in achieving that. I've had the opportunity to work for many years in the development of affordable housing; public and private education; the visitor industry; job creation; the eradication of homelessness; arts and cultural activities; and general support through the United Way and Chambers of Commerce and learned to collaborate and gain support for improvements to our community's well-being. I believe that my executive and financial experience will be useful to developing strategy and budgets and analyzing results.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

2. Can you dedicate at least 40 hours a month to serving on the Trust? Do you have any schedule restrictions?

I am the CEO of a local financial institution and have historically been able to dedicate as much time as required to all the organizations I've been involved with. I will be able to dedicate 40 hours a month to serving on the Trust, and more if needed.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

3. What do you know about the current challenges of the Trust and how would you go about addressing them?

I am not intimately familiar with the current challenges that the Trust is facing – and I would prefer to gain a better understanding before formulating opinions on addressing them. Among the issues I believe the Trust faces are financial stress (although you've made tremendous strides to improve the financial results and your cash flow); the changes in state and federal funding programs; strains in the relationship with the University of Miami's hospital and staffing for Jackson; attracting, retaining and motivating medical/nursing and support staff; an ever-changing universe of reimbursements and subsidies for medicine; caring for the poor and near-poor; providing excellence in trauma care; reaching all the appropriate areas of the community with limited resources. I would certainly spend the time to understand the issues, and then collaborate to address them in a financially sound but humanitarian way.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

4. What do you know about the vision of the Trust and the organization's plans for the future?
Only what I've read in the news. Excellence in health-care for all residents of Miami-Dade; improved, renovated attractive and functional facilities to support the quality of health-care; improvement in service, including short wait times; going beyond clinical functions to wellness outreach and programs for our community. I'm anxious to learn more about the future for the Trust and help become part of that realization.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

5. How will you, as a Board member, ensure the PHT's accountability and transparency for the taxpayers of Miami-Dade County?
I have always approached service in public positions with complete transparency. I believe that you are accountable to those who entrust you with positions where you are responsible for setting policies that utilize public funds and impact our community. I conducted myself accordingly when I served as a member (and Chairman) of the Oversight Board for the City of Miami; and in every other civic endeavor.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

6. What services need to be provided in order for the indigent of Miami-Dade to receive adequate healthcare?
Just as for insured patients, all patients need access to high-quality clinical care and the ability to receive specialty care on a timely basis, when needed; in addition to outreach programs in social services, nutrition and general well-being (including prevention of health problems.)

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

7. Is there anything in your personal or professional background that could be a potential conflict of interest, including those arising from relationships in the healthcare industry or the Jackson Memorial Foundation?
I do not believe that anything in my personal or professional background would present any type of conflict. But I served on the Board of an HMO (Medica Healthcare) for several years until that

company was sold to United Healthcare. In addition, my son is a surgeon who has recently relocated to Miami after completing his medical studies and training at the University of Illinois and in Boston and will be practicing in Miami at Mercy Hospital.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

8. Is there anything in your personal or professional background that would be a concern to the County?

Nothing

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

9. What is your understanding of the following relationships:

- The Trust and the County?
- The Trust and the Jackson Health System administration?
- The Trust and the two major medical academic institutions, UM and FIU?

The Trust is the Governing body for Jackson Health System. It is an independent body whose Board members are appointed by the Board of County Commissioners. Its budget is approved by the Commission. The Trust sets policy and oversees the Health System. The Jackson Health System has an affiliation with UM and FIU's medical schools for the delivery of healthcare.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

10. What is your understanding of how Healthcare Reform will impact the Jackson Health System?

There are different areas of Healthcare reform – and they all have different impact. Payment for the care of patients covered by insurance programs depends on the contractual arrangements with those insurers. Funding for patients who do not have insurance nor the resources to pay is provided by several sources – that depend on allocations from State, Federal and local government decisions. Healthcare reform impacts both State and Federal funding sources and I'm very interested in learning more.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

11. Is there anything else you would like to tell us that you feel is relevant to you candidacy?
Although it does not appear on my resume, in 1975-6 I worked for a year for the Public Health Trust in the accounting department while I completed my Masters.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

12. What is your vision for the PHT Board of Trustees?

To be a collaborative, proactive and innovative supporter of its mission to provide excellent, accessible health services to the residents of Miami-Dade County – with complete transparency.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____
Good

13. How do you see making a difference for the PHT Board of Trustees?

I will bring my financial and executive experience in a collaborative and transparent manner. My interest is to ensure that we continue to improve the quality of and access to healthcare for all our residents.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____
Good

Total Score: _____

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: ROSENBAUM Judith Manaster
Last First Middle

Employer: Retired

Title/Occupation: Price Position Medicaid Field Office MANAGER

Business Type: A.H.C.A. State Health Care

Business Address: _____

Business Telephone: _____ Fax: _____

Email Address: _____

Home Address: 5000 Riviera Dr

Home Telephone: 305 6651409

Date of Birth: Apr 3, 1941 Length of Residence in Miami-Dade County: 27 years

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

☐ Male

☒ White Non-Hispanic

☐ American Indian or Alaskan Native

☒ Female

☐ Black Non-Hispanic

☐ Haitian American

☐ Hispanic

☐ Asian or Pacific Islander

EDUCATION:

School/City/Major/Degree:

See Attached

Previous Employment and Professional Background:

Business Name	Position	Years
See Attached		

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

See Attached

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
HHS, Senior Medicare Patrol	Volunteer
Make A Wish Foundation	Wish GRANTER
Guardian Ad Litem	Volunteer

List any Public Office held (Elected or Appointed):

Office	Date
NONE	

Affiliations with hospitals, nursing homes or other health related institutions:

NONE

Activities reflecting community interest:

See Attached

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

NONE

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
LINDA FAGAN	TALLAHASSEE SR. ADM AHCA Medical SUPERVISOR	850-877 1283
Sandra Colon Ferrer	CMS Supervisor MIAMI Senior Medicare	305-498 7005
STEVEN LEIFMAN	Judge Miami Dade	305 548 5394

Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:


See Attached

I, (candidate's name) Judith Rosenbaum

Citizen of the United States, a duly qualified elector of Miami-Dade County, and not affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies or institutions, would, if appointed, be willing and able to discharge the responsibilities and functions of Trustee. I declare that, if selected while currently serving on another official County board, I will resign from my other County responsibilities.

5-13-15

Date _____


Candidate's Signature

Candidate's Signature

Nominated by (if not self):

Name

Telephone

City

State

Zip Code

Experience and/or Qualifications

My past profession and professional experience at the national, state, and local levels have provided me with a series of unique opportunities to develop an understanding of, and passion for, the need for the delivery of quality, affordable and accessible health care services for our community.

At the national level, I have served as the lead administrator for the Centers of Medicaid and Medicare Services' (CMS) local satellite office with the specific mandate to facilitate interagency collaboration and communication. At the state level, I served for 15 years as the head of the Miami Dade and Monroe county field office for the Medicaid program which was administered by the Agency for Health Care Administration (AHCA). In this capacity, I supervised 80 employees and had oversight of a two billion dollar budget. In that role, I had both a personal and professional commitment to seeing that our office was responsive to the public hospital system and worked closely with its then leadership.

On the local level, I served on the board of the Community Care Alliance and on the Mayors Mental Health Task Force. When I retired from AHCA in March 2008, I became a long term care ombudsman and later was selected to serve a two year term as a member of the PHT. After that, I became a volunteer with the Senior Medicare Patrol, which has as its mission educating communities on how to detect, protect against, and report Medicare fraud. There are currently 5000 volunteers in the nationwide program sponsored by Department of Health and Human Services.

I have the time, energy, commitment, and passion to see Jackson thrive and to assure that taxpayer dollars are well spent and that the highest quality new facilities are developed for this very important community resource.

JUDITH ROSENBAUM
5000 Riviera Drive Coral Gables, Florida 33146
305 665 1409 (h) 305 772 4786 (c) jmr7070@gmail.com

Summary of Interest/Experience/Expertise

Dr. Rosenbaum has over 35 years of administrative, planning, and management experience in the health care and social service fields. Prior to moving from Washington DC to Florida, she was responsible for the initial creation and development of a nation-wide professional certification program for the counseling community. Most recently, as the Field Office Manager for Miami-Dade/Monroe Counties with the Agency for Health Care Administration Medicaid program, she managed a program that delivered over a billion dollars a year in federal/state funded health care as well as developed and maintained strong liaison relationships with key providers, public/private community agencies and organizations shaping health care delivery for the South Florida community. She had taken a leadership role in developing collaboration and increased communication among multiple federal and state regulatory and law enforcement agencies. Dr. Rosenbaum has been an active advocate for children in the community-both personally and professionally.

Education

Ed. D. (Counselor Education-1984)--Virginia Polytechnic Institute of State University, Blacksburg, Virginia
M.S. Ed. (Guidance and Higher Education-1964)--Southern Illinois University, Carbondale, Illinois
B. Ed. (Education-1962)--University of Miami, Miami, Florida

Work Experience

Public Health Trust/Jackson Health System, Trustee (September 2009 - June 2011)
After retirement from public service in 2008, Dr. Rosenbaum was selected by the Miami Dade County Board of Commissioners to serve as one of fifteen trustees of the Public Health Trust (PHT) which governs the Jackson Health System (JHS), JHS is an integrated healthcare delivery system with more than 12,000 employees that provides medical services to residents of Miami-Dade County and beyond. Jackson Health System consists of 4 primary care centers, 17 school-based clinics, two long-term care nursing facilities, an outpatient diagnostic center, a children's hospital, a rehabilitation hospital, a mental health hospital, two community hospitals and the system's centerpiece: the regional referral, tertiary care Jackson Memorial Hospital, which is the primary teaching hospital of the University of Miami Leonard M. Miller School of Medicine.

MEDICAID Field Office Manager, District 11-- Miami Dade/Monroe Counties
State of Florida-Agency for Health Care Administration (July 1993 - retired March 2008)
Responsible for the daily supervision and management of the 80 field office staff involved in the planning, implementation and monitoring of Medicaid program (500,000 recipients) policies and procedures and compliance. The Area 11 Medicaid Program Office received over 20 awards from Florida Tax Watch--for significant productivity enhancements; public/private initiatives and fraud and abuse activities, and a national award from the National Center for Productivity and the 1995 HCFA Beneficiary Services Honor Award recognizing "Outstanding Service to Others" for the development and implementation of a cost effective public transportation initiative for Medicaid recipients that was replicated throughout the state

Special Assignment: Federal Government: "Team Leader" and State Coordinator for the Health Care Financing Administration (formerly HCFA, now Centers for Medicaid/Medicare Services CMS) Miami Satellite Office. At the request of the Regional Director of HCFA, Dr. Rosenbaum was given a special for 6 months leave of absence in 1999/2000 to serve as the senior administrator for their Miami Office of HCFA to facilitate interagency collaboration/communication. She initiated new means for continued collaboration among state and Federal law enforcement agencies and regulators regarding issues of fraud, abuse and misuse in health care.

Senior Management Analyst (March 1989 - July 1993)

Florida Department of Children and Families

Principal staff assistant to the administrator of the state regional agency which oversees health and social services for the two million citizens of Dade and Monroe Counties. The district has 4,900 employees and a budget of one billion dollars. Services are provided in the areas of substance abuse, mental health, aging, children, youth and families. Extensive programs covering medical, economic and developmental services are provided. Primary responsibilities involved: reviewing and evaluating current management practices, developing and coordinating the implementation of strategies for major problem-solving initiatives, and serving as liaison to various external governmental agencies. Project Director HHS federal grant. "Community Mobilization: A Collaborative Effort to Prevent Cycles of Abandonment" A comprehensive initiative to provide intensive services (medical, educational, occupational, developmental) for women whose children have been exposed to drugs-enabling them to build healthy and reliable support systems. \$998,000

Additional Work Experience

1984 - 89 National Board for Certified Counselors, Executive Director - Washington DC

1976 - 84 American Counseling Association, Associate Executive - Alexandria VA

1974 - 76 Girl Scouts of America, Field Executive - Storrs, CT

1972 - 74 University of Wisconsin Madison, Coordinator of Student Housing

1969 - 72 University of Chicago, Assistant Director of Student Housing

1967 - 69 University of Illinois Chicago, Assistant Dean/Academic Advisor

1966 - 67 University of California Berkeley, Student Residence Complex Director

1964 - 65 Second Grade Teacher -Miami Dade County

Public Service /Professional Activities

Senior Medicare Patrol (SMP): February 2012 - current

SMP program established by HHS to recruit and train senior volunteers to educate beneficiaries and caregivers on Medicare fraud, waste and abuse and to assist in the review and reporting of suspected cases on their individual accounts.

Make a Wish Foundation: 2005 - current

Assist children with life threatening conditions become grantees of this foundation and have their "wishes" come true.

Guardian Ad Litem: 2001 - current

Appointed by the Florida Supreme Court to represent the best interests of abused, neglected and abandoned children. Recognized as "guardian of the year" 2002. Member of statewide Guardian Ad Litem Foundation.

ReServe: February 2012 - current

ReServe channels the skills, talents and passions of 55+ professionals who want to continue using skills to benefit their communities. Working with Kristi House toward preparation for renewed recognition by the Council on Accreditation.

Human Subject Research Office-University of Miami: February 2009

Member of their Institutional Review Boards for Human Subjects: Required by law to have community participant to review and approve research proposals to protect the rights of and welfare of human research subjects.

Health and Long Term Care National Workgroup-United Jewish Communities: March 2008
National advocacy group representing over 600 federations committed to supporting national legislation that enhances the health, mental health, and rehabilitative services for low income and vulnerable citizens in our country. Advocates for protecting the Medicare and Medicaid funding and universal access to health services.

Long Term Care Ombudsman, Volunteer Site Reviewer: March 2008 -2009

State agency (with statutory authority) trains and certifies volunteers to improve quality of life, protect the safety, and ensure the rights of elders who live in licensed long term care facilities.

Community Based Care Alliance, Board of Directors: 2000-2008

Legislative mandated community partnership to develop a plan for a community-based system of care for children at-risk and their families

American Health Lawyers Association: December 2007

Conference Participant on key legal issues on health care tax and finance, antitrust, patient care/liability, false claims, Medicare, Medicaid and managed care. Chicago, Illinois

Mayor's Mental Health Taskforce for the Criminal Justice System: October 2005

Member, task force led by Judge Steven Leifman, who has taken a critical leadership role in trying to improve the services for those who are involved in the criminal justice system with mental health illness. According to a recent grand jury report, Florida has one of the highest rates of mental illness in the nation--many if not most with substance abuse complications.

Planning Advisory Council-Health Council of South Florida: 2001-2008

Advisory Council members to review district health plans, annual work plan and other policy recommendations recommended by the Health Council governing board. This board has the responsibility to ensure that the development of appropriate health services, adequate manpower, and community health care facilities needs are identified.

Alliance for Human Services Board, Board of Directors: 2003-2008

As the community-wide planning organization in Miami Dade County, the Alliance develops and updates the Social Services Master Plan. The Board of Directors includes all major funders of health and social services as well as representatives from the business community, service providers, consumers, caregivers, and advocates.

**QUESTIONNAIRE FOR CANDIDATES FOR NOMINATION TO SERVE ON THE
PUBLIC HEALTH TRUST BOARD OF TRUSTEES**

COUNCIL MEMBER/NUMBER _____

CANDIDATE'S NAME Judy Rosenbaum

1. Why would you like to serve on the Public Health Trust Board? What special skills will you bring to the Trust?

Providing broadly accessible, high quality health care is one of the greatest challenges of American society.

Through service on the PHT, I believe I can make a difference in our community as well as complement the strengths of existing board members with experience, knowledge and commitment.

The special skills I would contribute to the Trust include knowledge of State, national, local, and Jackson health care system, as reflected in my resume and as result of my prior service on the PHT.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

2. Can you dedicate at least 40 hours a month to serving on the Trust? Do you have any schedule restrictions?

I will have no problem with this time commitment. If needed or necessary, I could commit to more time.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

3. What do you know about the current challenges of the Trust and how would you go about addressing them?

The trust currently faces many challenges. These include strengthening relationships with the unions, FIU, UM, the broader community, the Miami Dade County Commission, other governmental bodies (especially the State), and the regional health care network.

Some of the most obvious tasks are the wise utilization and spending of current funding and how to mobilize to achieve new and additional funding; the increase in international utilization; adapting to the ACA and its requirements to operate more efficiently; and enhancing existing service provision opportunities-- especially those which might emerge during what has been described as a potentially transformative year for the JMH system.

Leadership of PHT and Jackson have been dealing with many of these issues, yet many challenges still remain. These include team building between management, medical staff, unions and the PHT, which will be essential to continue the excellent progress that JMH has been making during the past few years. The PHT can, and should, play an important role in such efforts.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

4. What do you know about the vision of the Trust and the organization's plans for the future?

The JMH system has made very significant progress over the past years, moving from a position of financial fragility to one of solid stability.

The next few years have the potential to provide more comprehensive and broader health care coverage for the citizens of Miami Dade County.

Critical goals for the future include expanding revenues; broadening outpatient services; increasing customer service; and ensuring the ongoing promotion of quality, accessible and affordable health care to our community.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

5. How will you, as a Board member, ensure the PHT's accountability and transparency for the taxpayers of Miami-Dade County?

Accountability and transparency is the cornerstone of the Jackson/ PHT commitment to the County and its citizens, as pledged during the recent taxpayer approved bond campaign.

Understanding the above mentioned commitment is an essential obligation.

39

I will participate in all meetings, trainings, and related activities. I will do everything possible to promote accountability and transparency as a board member.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

What services need to be provided in order for the indigent of Miami-Dade to receive adequate healthcare?

There is no silver bullet for providing adequate health care for the County's low income and uninsured population.

However, key approaches would involve partnerships with the various health care providers in the community such as FQHC, private hospitals, and the new Jackson health care community centers.

In order to lower the cost of health care services, other approaches should include informational and educational outreach programs carried out in conjunction with neighborhood-based community organizations, and exploration of new ways to reach the emergency room population coming in for primary care.

California initiated legislation to enable undocumented immigrants, excluded from the health care law, to buy health care insurance through ACA. This may be an issue to further explore in the State of Florida.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

7. Is there anything in your personal or professional background that could be a potential conflict of interest, including those arising from relationships in the healthcare industry or the Jackson Memorial Foundation?

No conflicts. However, I have recently been appointed to serve on the Coral Gables Health Facilities Board. If this were determined to be a conflict of interest I would not accept this nomination. In addition, I have served as an alternative reviewer for the UM IRB (Institutional Review Board) as community volunteer. This panel ensures that consumer rights are always considered and met during reviews. As mentioned, I would be willing to withdraw from the above activities if chosen to serve the Trust, if it were deemed that they would be a conflict of interest.

Comments:

1 2 3 4 5
Poor Fair Good

Score: _____

8. Is there anything in your personal or professional background that would be a concern to the County?

Not a thing

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

9. What is your understanding of the following relationships:

- The Trust and the County?
- The Trust and the Jackson Health System administration?
- The Trust and the two major medical academic institutions, UM and FIU?

1. The County is the governmental body that created the PHT as an independent citizens governing body in 1973. The PHT sets policy to ensure that JHS is responsive to community needs. Sometimes a delicate balance is required in order to do so.

2. The Trust is responsible for providing oversight, support and guidance with regards to effective management, finances, quality service provision and setting of strategic direction. The Trust is also responsible for the selection of the CEO, who is a full-time agent of the Board and is the only person directly accountable to it. Board members should be familiar with the differences between governance and management, and oversight and support.

3. The relationship between the Trust and the two universities is an indispensable, yet complex partnership to benefit our community. The universities' responsibilities to provide effective medical education for their students must be counterbalanced by the PHT's responsibility to provide adequate, reasonably priced healthcare to all of the county's citizens, which include the indigent population.

Comments: _____

1 2 3 4 5
Poor Fair Good

Score: _____

10. What is your understanding of how Healthcare Reform will impact the Jackson Health System?

In theory, the ACA was designed to increase access to health care for all citizens. The reform will likely impact Jackson with more insured, low-income citizens coming to its hospital, ER, and community centers.

However, the complexities of State governmental policy making added an element of uncertainty to this situation. As mentioned above, California is pursuing including undocumented individuals in the ACA. This would further reduce Florida's large uninsured, undocumented population.

Comments: _____

1 2 3 4 5 **Score:** _____
Poor **Fair** **Good**

11. Is there anything else you would like to tell us that you feel is relevant to you candidacy?

My ongoing interest is to contribute to our community. Membership in the PHT is a pertinent way to contribute the knowledge and skills I have acquired through years of experience and dedication through collaboration.

Comments: _____

1 2 3 4 5 **Score:** _____
Poor **Fair** **Good**

12. What is your vision for the PHT Board of Trustees?

My vision is to continue to provide leadership through the mandated responsibility of supporting the hospital's management as it fulfills its absolutely critical mission.

Comments: _____

1 2 3 4 5 **Score:** _____
Poor **Fair** **Good**

13. How do you see making a difference for the PHT Board of Trustees?

I endeavour to make a difference by effective collaboration via participation, commitment, and ongoing learning,

Comments: _____

Questionnaire
Page 6 of 6

1 2 3 4 5
 Poor Fair

Score: _____
Good

Total Score: _____